Department of Justice Canada

2013-14

Report on Plans and Priorities

The original version was signed by

The Honourable Rob Nicholson, P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada

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Minister's Message

I am pleased to present the Department of Justice's strategic plan for 2013-2014.

This document outlines how the Department will continue to serve Canadians and meet its strategic outcomes—a fair, relevant and accessible justice system; and supporting the federal government with high-quality legal services.

Over the coming year, the Department will help the Government advance its legislative agenda aimed at making Canadian streets and communities safer. This includes holding violent offenders accountable, championing the rights of victims of crime, and improving the effectiveness and efficiency of the justice system.

We will continue to develop effective policy in areas of federal jurisdiction—criminal law, youth criminal justice, family law, access to justice, Aboriginal justice and victims' issues. We will also work to improve our ability to offer legal services to federal departments and agencies.

In keeping with the Government's commitment to enhance the efficiency and effectiveness of its operations, we will further modernize our business practices while maintaining our dedication to excellence in delivering our programs and services.

I look forward to working with our partners in all levels of government, the legal community, and all Canadians, as we endeavor to make our justice system more modern and effective.

The Honourable Rob Nicholson, P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada

SECTION I: ORGANIZATIONAL OVERVIEW

Raison d'être

The Department of Justice[i] has the mandate to support the dual roles of the Minister of Justice and the Attorney General of Canada[ii].

Under Canada's federal system, the administration of justice is an area of shared jurisdiction between the federal government and the provinces and territories. The Department supports the Minister of Justice in his responsibilities for 49 statutes and areas of federal law by ensuring a bilingual and bijural national legal framework principally within the following domains: criminal justice (including youth criminal justice), family justice, access to justice, Aboriginal justice, public law and private international law.

The Department also supports the Attorney General as the chief law officer of the Crown, both in terms of the ongoing operations of government and of the development of new policies, programs and services for Canadians. The Department provides legal advice to the Government and federal government departments and agencies, represents the Crown in civil litigation and before administrative tribunals, drafts legislation and responds to the legal needs of federal departments and agencies.

Responsibilities

The Department of Justice was officially established in 1868, when the Department of Justice Act[iii] was passed in Parliament. The Act laid out the roles and responsibilities of the Department as well as those of the Minister of Justice and Attorney General of Canada.

The Department of Justice fulfills three distinctive roles within the Government of Canada. It acts as:

- a policy department with broad responsibilities for overseeing all matters relating to the administration of justice that fall within the federal domain—in this capacity, it helps to ensure a fair, relevant and accessible justice system for all Canadians;
- a provider of a range of legal advisory, litigation and legislative services to government departments and agencies; and
- a central agency responsible for supporting the Minister in advising Cabinet on all legal matters.

The Department of Justice has approximately 4,800 dedicated, full-time-equivalent employees. Nearly 60 percent of these employees are located in the National Capital Region, while the other 40 percent provide a strong national presence through a network of regional offices and sub-offices positioned across the country.

Roughly one half of departmental staff are lawyers. The other half is made up of a broad range of professionals, including paralegals, social scientists, program managers, communications specialists, administrative services personnel, computer service professionals, and financial officers.

Strategic Outcomes and Program Alignment Architecture

The Department of Justice has two strategic outcomes that reflect the dual roles of the Minister of Justice and Attorney General of Canada:

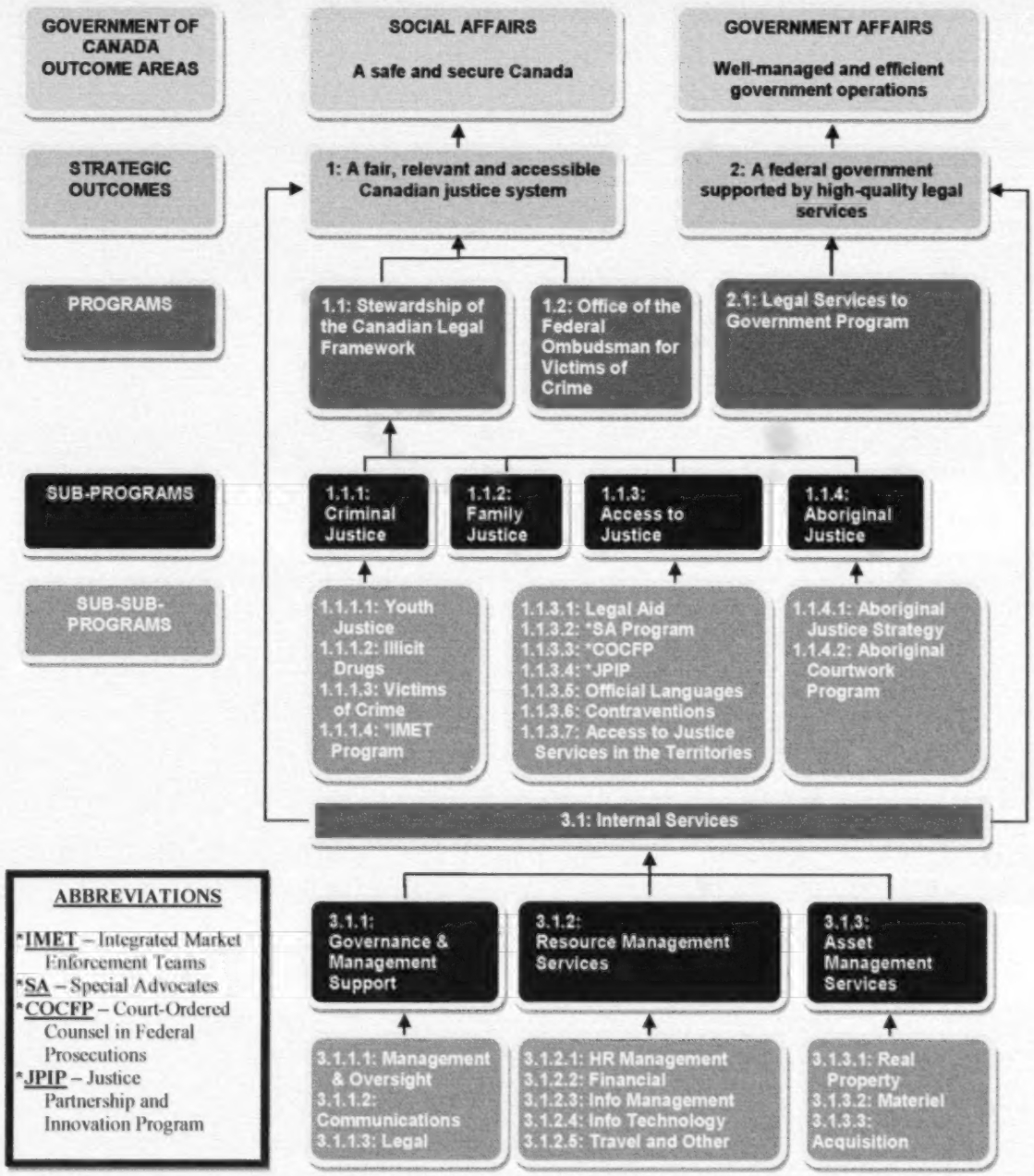
- Strategic Outcome 1: *A fair, relevant and accessible Canadian justice system*
- Strategic Outcome 2: *A federal government supported by high-quality legal services*

The Department contributes to the achievement of these strategic outcomes by:

- working with partners across the federal, provincial and territorial levels of government and with stakeholders across Canada to develop and maintain a fair, relevant and accessible justice system that responds to Canadians' needs and expectations;
- ensuring a bilingual and bijural national legal framework for the administration of justice by developing policies, laws and programs to strengthen the national framework;
- providing ongoing funding to provinces and territories for the delivery of programs aimed at the day-to-day administration of justice; and
- providing legal services to the federal government and its departments and agencies, as legislated by the *Department of Justice Act*.

The following graphic presentation provides an overview of the Department's programs and illustrates the linkages between the strategic outcomes, programs, sub-programs, and sub-sub-programs, and how these support the Government of Canada.

2013-14 Program Alignment Architecture



For information on the sub-programs and sub-sub-programs, please refer to the Department's website.[iv]

Organizational Priorities

Priority	Type[1]	Strategic Outcome and Program
To ensure the justice system continues to enhance the personal safety and security of citizens	Ongoing	**SO 1** – A fair, relevant and accessible Canadian justice system. **Program 1.1** – Stewardship of the Canadian Legal Framework

Description

Why this is a priority

- Rapid technological advances, changing social structures, domestic and international threats and shifting political environments are impacting the way the justice system addresses personal safety and national security.
- Focusing on laws and programs aimed at enhancing the personal safety and security of citizens will help to ensure that the Canadian justice system remains modern and effective. This will in turn help to ensure the fairness and relevance of the Canadian justice system and enhance Canadians' confidence in it.

Plans for meeting the priority

- Improving the relevance, effectiveness and efficiency of the criminal justice system by providing legal and policy advice, supporting law reform initiatives and developing and supporting the Government's security and anti-terrorism policy.
- Engaging provinces and territories to identify emerging issues and determine appropriate responses to strengthen the Canadian justice system. The Department will also work with stakeholders to develop and support programs and services aimed at strengthening the justice system.
- Continuing to lead the interdepartmental National Anti-Drug Strategy.
- Supporting the Government's foreign-policy objectives in relation to criminal justice to protect and advance Canadian interests and values in the development of international justice sector reforms.

Priority	Type	Strategic Outcome and Program
To support victims of crime	Ongoing	**SO 1** – A fair, relevant and accessible Canadian justice system. **Program 1.1** – Stewardship of the Canadian Legal Framework

Description

Why this is a priority

- Ensuring that victims are considered in policy development and given the opportunity to participate in the criminal justice process contributes to the maintenance of *A fair, relevant and accessible Canadian justice system*.

[1] Type is defined as follows: **previously committed to** – committed to in the first or second fiscal year prior to the subject year of the report; **ongoing** – committed to at least three fiscal years prior to the subject year of the report; and **new** – newly committed to in the reporting year of the RPP or DPR.

- Giving victims a more effective voice in the criminal justice system is a key element in the Department's broader goal of increasing public confidence in the system and supports the Department's stewardship of the Canadian legal framework.

Plans for meeting the priority

- Developing and funding victim-focused programs in collaboration with partners and stakeholders in order to advance the inclusion of victims' considerations in criminal policy development.
- Providing grants and contributions funding through the Victims Fund to provincial and territorial governments and non-governmental organizations to encourage initiatives that promote access to justice for victims of crime, enable victims to participate in the criminal justice system, support child advocacy centres and the families of missing and murdered Aboriginal women, and increase awareness about victims' issues and available services for victims of crime.

Priority	Type	Strategic Outcome and Program
To support the Government of Canada's priorities through the delivery of high-quality legal services	Previously committed to	**SO 2** – A federal government supported by high-quality legal services **Program 2.1** – Legal Services to Government Program

Description

Why this is a priority

- The Department of Justice is responsible for providing legal services to the Government and federal departments and agencies in support of the Government's priorities, many of which currently focus on guiding Canada through the global economic crisis. The Department will continue to support the implementation of the Government's 2012 Economic Action Plan as a priority along with the Government's other long-term priorities.

Plans for meeting the priority

- Working closely with client departments and agencies in support of the implementation of the Government's priorities, including the 2012 Economic Action Plan.
- Defending the Government in challenges launched before administrative tribunals and courts, including its deficit-reduction measures; supporting the preparation of the federal Budget and implementing legislation and tax initiatives.
- Providing legislative and regulatory drafting services aimed at improving government efficiency through legislative reform.

Priority	Type	Strategic Outcome
To manage organizational change in the context of cost containment	Previously committed to	**SO 1** – A fair, relevant and accessible Canadian justice system **SO 2** – A federal government supported by high-quality legal services

Description
Why this is a priority • Responsible expenditure management is a cornerstone of the Government's 2012 Economic Action Plan. Renewal priorities established by the Clerk of the Privy Council emphasize the need to provide better services to Canadians at a lower cost through modernization activities such as collaboration, innovation, streamlined processes, and the fostering of a high-performing and adaptable work force. • In support of the Economic Action Plan and of federal department and agency client organizations, the Department of Justice has developed a Modernization Strategy, which identifies opportunities to enhance the efficiency and effectiveness of its operations, programs and services while maintaining its commitment to excellence in service and to maintaining a modern, dynamic and integrated workplace. **Plans for meeting the priority** The Department's Modernization Strategy takes into consideration the effects of cost-containment measures taken by other federal departments and agencies on Justice's financial resources. This strategy will be implemented in a manner that recognizes the significant impacts the proposed changes will have on its work force. The Modernization Strategy includes the following highlights: • Providing strategic and focused program funding and support research activities to ensure appropriate alignment of resources to Government priorities. • Consolidating legal services operations and implementing improved business and law practices to minimize duplication and create efficiencies, and engaging client organizations in managing the demand and cost of legal services. • Streamlining and consolidating internal services to reduce administration costs. • Improving effectiveness and efficiency through technology-enabled business transformation. • Supporting departmental change through effective communications and human resources strategies. • Monitoring departmental expenditures, travel, and hospitality to contain costs.

Risk Analysis

The Department of Justice continues to integrate risk management into its corporate planning and decision making. It regularly assesses potential risks to the Department's stewardship of the Canadian legal framework and to the delivery of high-quality legal services. The management and monitoring of corporate risks will support the implementation of the Department's four key priorities for 2013–14.

The broad scope and complexity of the justice system continues to pose challenges for timely policy and program development. The multi-tiered nature of Canada's justice system requires the involvement and collaboration of various partners and stakeholders, including the provinces and territories, to advance policy and program priorities. The Department's ability to respond to new and emerging policy priorities may be impacted by the economic context of its partners and by the need to balance expectations and interests. In addition, policy responsiveness is contingent on maintaining the proper knowledge, skills, and expertise to navigate within a complex operating environment.

The Department will address these challenges to policy and program development by continuing to monitor, research, and analyze emerging trends to inform forward planning. The Department will continue to foster an ongoing dialogue with partners and stakeholders. This includes

identifying opportunities for early collaboration, as well as working to reduce the administrative burden on recipients of grants and contributions. Additionally, the Department will continue to support work force management strategies, including succession planning focused on knowledge management as well as skill and leadership development.

The Department is also managing risks related to the delivery of legal services. As other federal departments and agencies implement cost containment strategies, the demand for legal services may be reduced. Given the Department's reliance on cost recovery, this could reduce the Department's existing legal complement, which may limit capacity to meet future demands should they grow in volume and/or complexity. To address these risks, the Department will continue to focus on client engagement, including sharing information on legal risks, the triggers and costs of litigation, and the appropriate role of legal counsel. The Department will also continue to undertake joint planning with clients to help ensure legal resources are aligned to government priorities.

The Department's ability to deliver legal services could also be affected by the increasingly complex and cross-cutting nature of legal work. As such, a gap could arise in the Department's base of required legal skills and expertise. To manage this risk, the Department will support talent management and leadership development as well as professional development for legal professionals.

Another factor that could affect the Department's delivery of legal services is the challenges federal departments and agencies face in managing the sheer volume and complexity of electronically stored information. This may impact the Department's ability to prepare for litigation and meet related legal obligations in a timely and cost effective manner. To address this risk, the Department will support government-wide initiatives to enhance the ability of federal departments and agencies to efficiently produce information required in litigation cases. It will also work to develop new litigation-support tools, technologies and processes to facilitate the efficient review and production of evidence.

Finally, the Department's own practices and tools for managing information may not be keeping pace with emerging policy and business requirements. Consequently, ensuring that information is complete and available may be a significant area of risk. To manage this risk, the Department will enhance its information management/technology governance framework and develop a long-term strategic approach to managing information assets.

Departmental Planning Summary

Financial Resources (Planned Spending—$ millions)

Total Budgetary Expenditures (Main Estimates) 2013–14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
657.5	748.2	626.6	617.5

Human Resources (Full-Time Equivalents—FTEs)

2013–14	2014–15	2015–16
4,719	4,643	4,643

Planning Summary – Strategic Outcome 1 ($ millions)

Strategic Outcome	Program	Actual Spending 2010–11	Actual Spending 2011–12	Forecast Spending 2012–13	Planned Spending			Alignment to Government of Canada Outcomes
					2013–14	2014–15	2015–16	
SO 1 A fair, relevant and accessible Canadian justice system	Program 1.1 Stewardship of the Canadian Legal Framework	439.7	426.7	424.2	383.7	343.5	339.5	A safe and secure Canada[v]
	Program 1.2 Office of the Federal Ombudsman for Victims of Crime	1.4	1.2	1.3	1.3	1.3	1.3	A safe and secure Canada[vi]
Subtotal[2]		441.0	427.9	425.5	385.1	344.8	340.8	

Planning Summary – Strategic Outcome 2 ($ millions)

Strategic Outcome	Program	Actual Spending 2010–11	Actual Spending 2011–12	Forecast Spending 2012–13	Planned Spending			Alignment to Government of Canada Outcomes
					2013–14	2014–15	2015–16	
SO 2 A federal government supported by high-quality legal services	Program 2.1 Legal Services to Government Program	181.4	171.6	185.6	204.0	186.2	181.7	Well managed and efficient government operations[vii]
Subtotal		181.4	171.6	185.6	204.0	186.2	181.7	

Note: Forecast and planned spending of Legal Services to Government Program exclude respendable revenue.

[2] Differences may arise due to rounding.

Planning Summary - Internal Services ($ millions)

Program	Actual Spending 2010–11	Actual Spending 2011–12	Forecast Spending 2012–13	Planned Spending		
				2013–14	2014–15	2015–16
Internal Services	139.2	145.5	129.0	159.1	95.7	95.0
Subtotal	139.2	145.5	129.0	159.1	95.7	95.0

Note: Forecast and planned spending of Internal Services exclude respendable revenue.

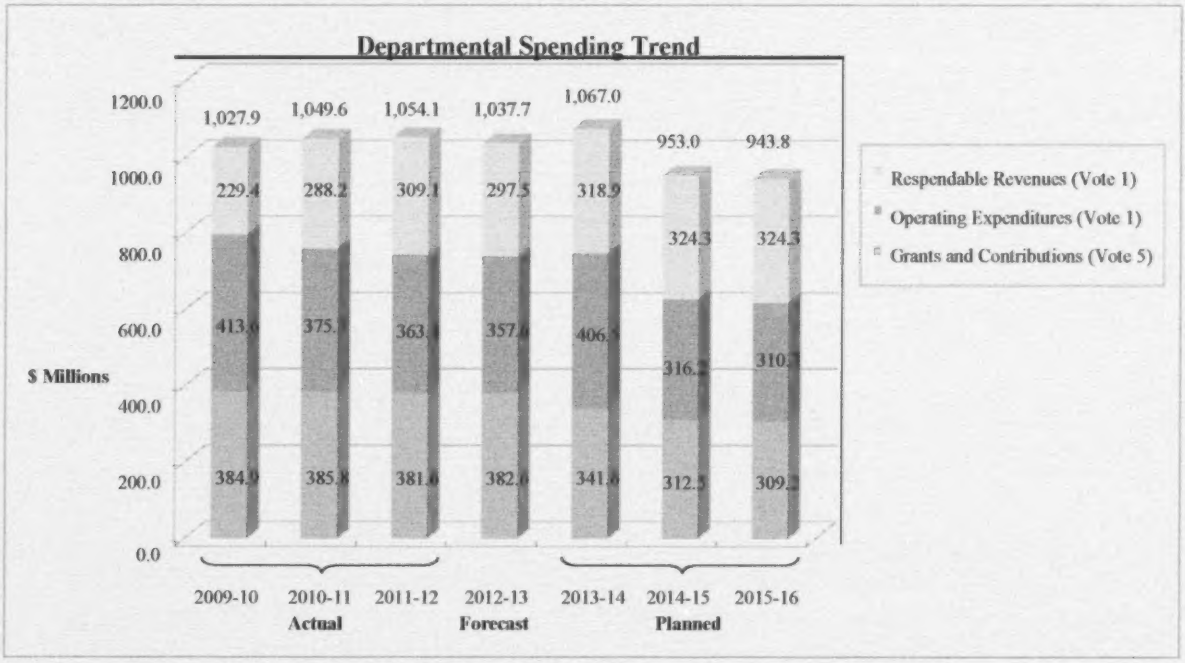
Planning Summary Total ($ millions)

Strategic Outcomes, Programs, and Internal Services	Actual Spending 2010–11	Actual Spending 2011–12	Forecast Spending 2012–13	Planned Spending		
				2013–14	2014–15	2015–16
Total[3]	761.5	745.0	740.1	748.2	626.6	617.4

Expenditure Profile

As depicted in the chart below, the Department's total planned spending is expected to increase in 2013–14 to $1,067 million, due to increases in operating revenue and adjustments to reflect negotiated collective agreement increases. As the primary provider of legal services to other federal government departments and agencies, the Department of Justice has Net Vote Authority to collect and spend revenue from such services as part of its Vote 1 authority. For the purpose of departmental reporting, these respendable revenues reduce total departmental authorities and expenditures. The total amount in respendable revenues is expected to increase by $21.4 million, for a total of $318.9 million in 2013–14. The Department of Justice net spending is based on total expenditures less the revenues collected.

[3] Differences may arise due to rounding.



In fiscal year 2013–14, the Department plans to spend $341.6 million on Grants and Contributions and $406.5 million on Operating Expenditures, and expects to receive $318.9 million in revenues. Revenues are for the provision of legal services and Internal Services to other Government departments to supplement the Department's Operating Expenditures.

As set out in the Planning Summary (hyperlink), the Department plans to spend $385.1 million on Strategic Outcome 1: *A fair, relevant and accessible Canadian justice system*; $204 million (excluding planned respendable revenues of $262.8 million) on Strategic Outcome 2: *A federal government supported by high-quality legal services*; and $159.1 million (excluding respendable revenue of $56.1 million) on internal support services.

The Department's net spending consists of Operating Expenditures and Grants and Contributions. In fiscal year 2013–14, the increase of $7.9 million in net spending, from $740.2 million in 2012–13 to $748.1 million in 2013–14, is mainly attributable to the renewal of the funding for the delivery of immigration and refugee legal aid in the provinces and territories, the management of court-ordered counsel in federal prosecutions and the management of security inadmissibility cases. The Department of Justice is also expecting to receive funding for the renewal of various collective agreements. These increases were partially offset by the implementation of efficiency and savings measures as announced in Budget 2012 and the sunsetting of some of the funding under the Initiative in Support of Access to Justice in Both Official Languages.

Net spending variances for prior years

In fiscal year 2012–13, the Department of Justice spending is forecasted to decline by $4.9 million[4] compared to 2011–12. The decrease is explained in part by:

- the implementation of efficiency and savings measures as announced in Budget 2012; and
- a reduction in the amount of a one time payment paid in 2011–12 for the severance pay disbursement.

In fiscal year 2011–12, the Department of Justice spending decreased by $16.5 million compared to 2010–11. The decrease is explained in part by:

- the transfer of resources to Shared Services Canada; and
- a one-time amount the Department received in 2010-11 to cover the severance pay disbursement for employees as per collective agreements and terms and conditions of employment (e.g., Public Service Alliance of Canada members).

Net spending in 2010–11 declined by $37 million compared to 2009–10 because of several factors, including:

- the one-time funding received in 2009–10 for the arbitral award granted to the Law Group;
- the implementation of the cost-containment measures announced in Budget 2010; and
- a reduced level of Operating Budget Carry Forward for 2010–11.

Estimates by Vote

For information on our organizational appropriations, please see the 2013–14 Main Estimates[viii] publication.

Contribution to the Federal Sustainable Development Strategy

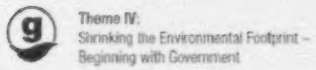
The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. The Government will be consulting the public in 2013–14 regarding the second three-year cycle of the FSDS (2013–16). The 2013–16 FSDS will be finalized in 2013–14 and presented as part of year-end performance reporting for that fiscal year.

The Department of Justice ensures that these outcomes are considered as an integral part of its decision-making processes. In particular, the federal Strategic Environmental Assessment (SEA)

[4] Differences may arise due to rounding.

process requires any new policy, plan, or program initiative to include an analysis of its impact on attaining the FSDS goals and targets. The results of SEAs will be made public, when applicable, when an initiative is announced, demonstrating the Department's commitment to achieving the FSDS goals and targets.

The Department identifies its contribution to Theme IV of the FSDS - *Shrinking the Environmental Footprint – Beginning with Government*, by using the visual identifier below:

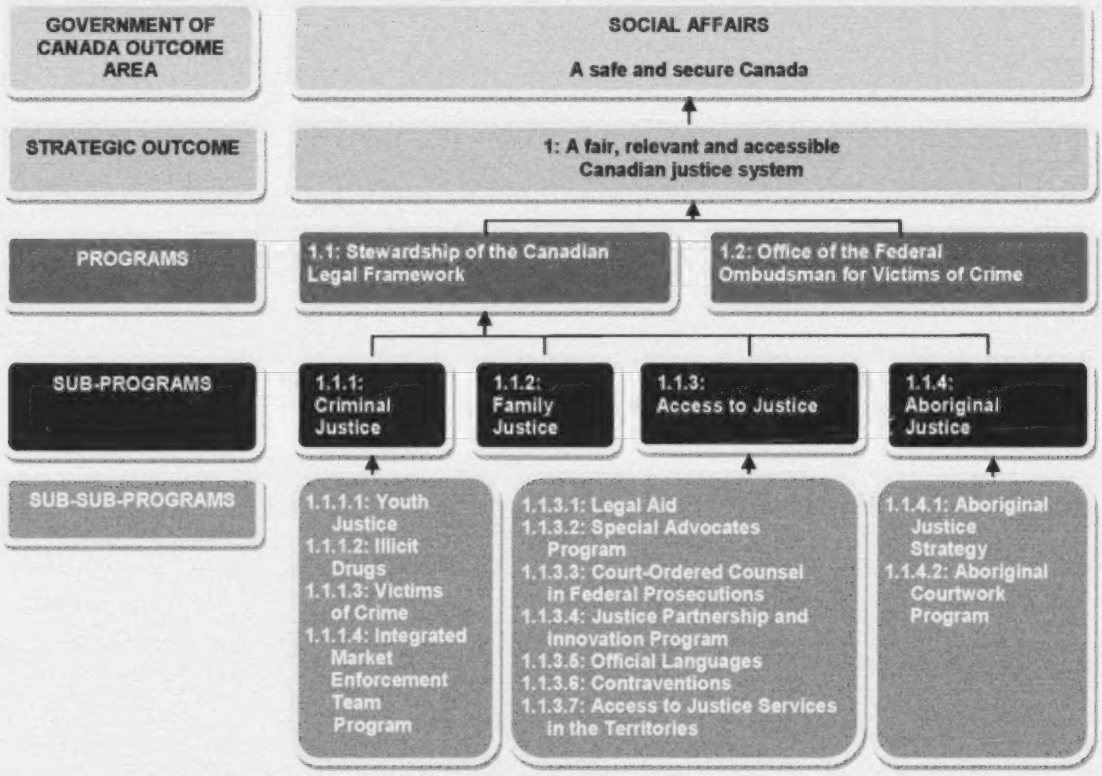


These contributions are components of Program 3.1 Internal Services and are further explained in Section II.

For additional details on the Department's activities to support sustainable development, please see Section II of this RPP and the Department's website[ix]. For complete details on the Strategy, please see the FSDS website.[x]

SECTION II: ANALYSIS OF PROGRAMS BY STRATEGIC OUTCOME

Strategic Outcome 1: A fair, relevant and accessible Canadian justice system


GOVERNMENT OF CANADA OUTCOME AREA
SOCIAL AFFAIRS
A safe and secure Canada
STRATEGIC OUTCOME
1: A fair, relevant and accessible Canadian justice system
PROGRAMS
1.1: Stewardship of the Canadian Legal Framework
1.2: Office of the Federal Ombudsman for Victims of Crime
SUB-PROGRAMS
1.1.1: Criminal Justice
1.1.2: Family Justice
1.1.3: Access to Justice
1.1.4: Aboriginal Justice
SUB-SUB-PROGRAMS
1.1.1.1: Youth Justice
1.1.1.2: Illicit Drugs
1.1.1.3: Victims of Crime
1.1.1.4: Integrated Market Enforcement Team Program
1.1.3.1: Legal Aid
1.1.3.2: Special Advocates Program
1.1.3.3: Court-Ordered Counsel in Federal Prosecutions
1.1.3.4: Justice Partnership and Innovation Program
1.1.3.5: Official Languages
1.1.3.6: Contraventions
1.1.3.7: Access to Justice Services in the Territories
1.1.4.1: Aboriginal Justice Strategy
1.1.4.2: Aboriginal Courtwork Program

Ensuring that the Canadian justice system is fair, relevant and accessible is a responsibility that does not lie with the Department of Justice alone; rather, it involves a broad range of stakeholders including Parliament; the judiciary; federal departments and agencies; partners in provincial, territorial and municipal governments; a broad range of non-governmental organizations and stakeholders; and ultimately, all Canadians. The Department plays a major part by carrying out its fundamental role in establishing, maintaining and updating the Canadian legal framework.

This Strategic Outcome is supported by two programs: Stewardship of the Canadian Legal Framework and the Office of the Federal Ombudsman for Victims of Crime.

Program 1.1: Stewardship of the Canadian Legal Framework

Program Description

Under Canada's federal system, the administration of justice is an area of shared jurisdiction between the federal government and the provinces. Through this program, the Department fulfils its responsibility to ensure a bilingual and bijural national legal framework for the administration of justice by developing policies and laws and testing innovative approaches to strengthen the framework within the following domains: criminal justice (including youth criminal justice), family justice, access to justice, Aboriginal justice, public law and private international law. This program also includes significant ongoing funding to the provinces and territories in support of their responsibility for the day-to-day administration of justice.

Planning Summary

Through the Stewardship of the Canadian Legal Framework Program, the Department contributes to *A fair, relevant and accessible Canadian justice system* by engaging and negotiating with the provinces and territories on the identification of emerging issues, the development of policy and legislative options, and the implementation of reforms to improve the justice system. The Department will also fund programs and services with regard to public safety, criminal procedure, family justice, public legal education and information, youth justice issues, illicit drugs, access to justice and Aboriginal justice programs in conjunction with ongoing dialogue with partners and stakeholders, thereby furthering the goal of strengthening the Canadian legal framework and building confidence in the national justice system.

The Department will work to enhance personal safety and the protection of property; support youth justice services, drug treatment court programs, the national divorce registry, and the enforcement of family support payments; promote legal education and knowledge sharing; improve access to justice; and support programs that ensure the justice system is fair and culturally sensitive for Aboriginal people. Together, these activities will help to increase public confidence in the justice system. New departmental performance indicators for this program look at the perceived fairness and accessibility of the national justice system as a way to measure Canadians' confidence in the justice system.

Further details of how the Department will achieve results are provided below under Planning Highlights.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013–14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
380.5	383.7	343.5	339.5

Note: Planned spending excludes respendable revenue.

Human Resources (FTEs)

2013–14	2014–15	2015–16
316	308	308

Program Expected Results

Expected Results	Performance Indicators	Targets
Canadians are confident in their national justice system	Canada's international ranking with respect to fairness of the justice system	10th (by March 2014)
	Percentage of Canadians who rate the accessibility of the Canadian justice system as "good" or "very good"	80% (by March 2014)

Sub- and Sub-Sub-Program Expected Results

Expected Results	Performance Indicators	Targets
SP 1.1.1 Criminal Justice Canadians' personal and property safety is protected by relevant criminal law	Percentage of Canadians reporting to be "somewhat satisfied" or "very satisfied" with their personal safety	90% (by March 2015)
	Percentage of Canadians who rate their level of confidence in the adult criminal justice system as 6.0 or greater on a 10-point scale	60% (by March 2015)
	Percentage of Canadians who rate their level of confidence in the youth criminal justice system as 6.0 or greater on a 10-point scale	60% (by March 2015)
SSP 1.1.1.1 Youth Justice A youth justice system that supports federal youth justice priorities	Percentage of youth court cases receiving a non-custodial sentence	85% (by March 2017)
	Percentage of identified, eligible Intensive Rehabilitation Custody Supervision cases receiving specialized treatment	100% (by March 2014)
SSP 1.1.1.2 Illicit Drugs In support of the treatment component, eligible adult offenders are supported to address their drug dependencies	Percentage of participants retained for six months in federally funded Drug Treatment Court programs	25% (by March 2014)
	Percentage of Drug Treatment Court participants receiving a clear drug screening result	75% (benchmark established in 2011–12)
SSP 1.1.1.3 Victims of Crime Victims of crime have a more effective voice in the criminal justice system	Percentage of victims receiving financial assistance who report having a more effective voice in the criminal justice system	75% (by March 2014)
	Percentage of applicants (registered victims) who receive funding to attend Parole Board of Canada hearings	90% (by March 2014)

Expected Results	Performance Indicators	Targets
	Percentage of applicants who receive financial assistance as a result of being victimized abroad	80% (by March 2014)
SSP 1.1.1.4 Integrated Market Enforcement Teams Program Market fraud cases are effectively prosecuted in order to maintain confidence in Canadian capital markets	Number of cases stayed due to lack of funding for eligible exceptional costs	0 (by March 2014)
	Percentage of eligible exceptional costs that are funded	100% (by March 2014)
SP 1.1.2 Family Justice Families experiencing separation and divorce are supported by federal enforcement activities	Number of tracing applications to help find parents who are in default	21,000 (by March 2014)
	Total amount of federal monies garnisheed or diverted to help pay family support	$140M (by March 2014)
SP 1.1.3 Access to Justice Canadians are able to obtain coherent information and assistance to access the justice system to resolve their legal issues	Percentage of provinces that have public legal education and information organizations supported by the Department of Justice	100% (by March 2014)
SSP 1.1.3.1 Legal Aid Eligible persons receive legal aid from provinces	Number of approved applications for criminal legal aid in provinces	280,000 (by March 2014)
	Number of cases stayed due to lack of funded counsel for public security and anti-terrorism cases	0 (by March 2014)
SSP 1.1.3.2 Special Advocates Program Permanent residents and foreign nationals are protected by special advocates in Division 9 proceedings of the *Immigration and Refugee Protection Act* (alleged threats to national security)	Number of special advocates appointed to Division 9 proceedings	8 (by March 2014)
	Retention rate of special advocates appointed to Division 9 cases	100% (by March 2014)
SSP 1.1.3.3 Court-ordered Counsel in Federal Prosecutions Federal prosecutions are not stayed due to a lack of funded defence counsel	Number of cases stayed due to lack of funded counsel for court-ordered counsel in federal prosecutions	0 (by March 2014)
SSP 1.1.3.4 Justice Partnership and Innovation Program Public awareness and understanding of rights, roles and responsibilities in the justice system	Percentage of participants in federally funded training and information sessions whose knowledge and understanding increases between the beginning of the session and the end of the session (pre and post tests)	80% (by March 2014)

Expected Results	Performance Indicators	Targets
SSP 1.1.3.5 Justice in Official Languages Legal communities and public awareness of official language issues in linguistic minority communities	Number of officials in the judicial system who take the training in legal terminology annually	300 (by March 2014)
	Percentage of officials in the judicial system who have taken the training who are using the tools	70% (by March 2014)
Department of Justice is familiar with official language minority issues in Canada within its areas of responsibility	Percentage of new and renewed activities that incorporate the commitments of the Department of Justice regarding the implementation of Section 41 of the *Official Languages Act*	100% (by March 2016)
SSP 1.1.3.6 Contraventions Use of alternatives to address minor federal statutory offences	Number of contravention tickets issued	40,000 (by March 2014)
Access to extrajudicial and judicial services related to contraventions is available in the official language of choice in designated areas	Percentage of alleged offenders requesting and receiving proceedings in the official language of their choice	100% (by March 2014)
	Number of complaints with respect to a lack of judicial and extra-judicial services in the official language of choice	0 (by March 2014)
SSP 1.1.3.7 Access to Justice Services in the Territories Territorial residents have access to justice services (legal aid, public legal education and information, Aboriginal Courtwork) that respond to their unique needs and circumstances	Number of approved applications for legal aid in the territories	3,000 (by March 2014)
	Number of territorial communities with resident Aboriginal Courtworkers	30 (by March 2014)
SP 1.1.4 Aboriginal Justice A justice system that responds to the needs of Aboriginal people in a fair and culturally sensitive manner	Number of communities with Aboriginal Justice Strategy projects/programs that support community-based justice and capacity building/training	600 (by March 2017)
	Number of individuals served by Aboriginal Courtwork programs in the provinces	30,000 (by March 2014)
SSP 1.1.4.1 Aboriginal Justice Strategy Aboriginal people have access to community-based justice programs	Number of community-based justice programs	110 (by March 2014)
	Number of Aboriginal people referred to Aboriginal Justice Strategy programs	10,000 (by March 2017)

Expected Results	Performance Indicators	Targets
SSP 1.1.4.2 Aboriginal Courtwork Program Aboriginal people in the justice system have access to Aboriginal Courtworkers	Number of provincial communities with resident Aboriginal Courtworkers	112 (by March 2014)
	Percentage of Aboriginal Courtwork Program recipients indicating a level of satisfaction of "satisfied" or "very satisfied" with the information provided	80% (by March 2016)

Planning Highlights

The Stewardship of the Canadian Legal Framework Program will support the Department's organizational priorities as follows:

Priority: To enhance the personal safety and security of citizens

The Department will continue to collaborate with its partners in performing the following activities:

- In support of the Government's priorities, provide legal and policy advice and support the progress and passage of key law reform bills intended to enhance personal and public safety, sentencing, and criminal procedure; as well as to develop and support the Government's security and anti-terrorism policy and reform initiatives.
- Develop and support international justice sector reforms and global anti-crime and anti-terrorism measures to help ensure that Canada's foreign policy objectives are aligned with its criminal law policy in protecting Canadian interests and values.
- Work with Canadian agencies to develop models and mechanisms to enhance cross-border law enforcement cooperation.
- Continue implementation of the Drug Treatment Court Funding Program.
- Develop youth justice policy and advance programming to address guns, gangs, and drug prevention for youths in conflict with the law.
- Continue to work with police, Crown prosecutors, child protection officials, and ethno-cultural minority communities to develop educational and professional training materials to strengthen the justice system's response to all aspects of family violence, including intimate partner violence, violence against children, violence in Aboriginal communities, forced marriage and so-called honour-based violence.

Priority: To provide victims of crime with a more effective voice in the criminal justice system

The Department will work in the following ways with stakeholders to support this priority:

- Apply a "victims' lens" to criminal law reform and policy development, and collaborate with other federal departments to ensure a consistent approach to victims' issues.

- Work on policy development and information sharing with stakeholders involved in the justice system concerning the needs of victims of crime.
- Implement the Federal Victims Strategy.
- Provide grants and contributions funding to provincial and territorial governments and non-governmental organizations to encourage projects and initiatives that promote access to justice for victims of crime, enable victim participation in the criminal justice system, support child advocacy centres and families of missing and murdered Aboriginal women, and support increased awareness about victims' issues and available services.

Priority: To manage organizational change in the context of cost containment

The Stewardship of the Canadian Legal Framework Program will continue to support the organizational priority "To manage organizational change in the context of cost containment." To this end, the Department will continue to focus on increasing efficiencies and innovations and managing, with due diligence, both human resources and financial resources in ways that will ensure continued delivery of the Government's policy, program and organizational objectives.

The Department will continue to implement key strategies and activities derived from the Transformation Initiative,[5] which is now in its second phase. It will also work to improve technology that supports the Business Recovery Plan for the Family Orders and Agreements Enforcement Assistance (FOAEA) system, and optimize Family Law Assistance Services' operations and service-delivery mechanisms for the FOAEA Unit and the Central Registry of Divorce Proceedings by identifying and implementing efficiencies and greener alternatives through enhancements to technology in collaboration with federal, provincial and territorial partners.

Furthermore, the Department will work to find potential enhancements to the Grants and Contributions Information Management System, including the clustering initiative launched by the Department of Canadian Heritage.

In addition to the activities that specifically address the Department's organizational priorities, the Stewardship of the Canadian Legal Framework Program will continue to support justice-related programming.

It will provide funding to the provinces and territories to support the delivery of criminal legal aid, public security and anti-terrorism legal aid, and court-ordered counsel in federal

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[5] The Transformation Initiative is the Policy Sector's management change agenda, which is broken down into three broad themes:

- **Enhanced Understanding** of who we are, what we do, and why we do it, across the Sector and the Department;
- **Human Resources Renewal** based on sound processes, succession planning, knowledge management, leadership, recruitment and training; and,
- **Strengthening Management Capacity and Accountability** to enhance management and staff engagement in the Management Action Plan and Transformation Plan.

prosecutions; seek the renewal of immigration and refugee legal aid; and implement new five-year contribution agreements with the provinces respecting criminal, youth justice, and immigration and refugee legal aid. The Department will also continue to implement the Special Advocates Program and a renewed Access to Justice in Both Official Languages Support Fund as part of the Government's strategy on official languages.

The Department will continue to examine various family law issues. The Department will also continue to implement the Supporting Families Experiencing Separation or Divorce Initiative (SFI) through family justice services funding agreements with provinces and territories; support public legal education and information (PLEI) and professional training project agreements with non-government organizations; and produce and update national SFI PLEI materials.

In support of Aboriginal justice, the Department will implement the renewal strategy for the Aboriginal Justice Strategy in collaboration with the provinces, territories and Aboriginal communities; and implement the renewal strategy for the Aboriginal Courtwork Program.

Together, these activities will contribute to the confidence of Canadians in the national justice system, which will be monitored using surveys and public opinion research, as set out in the Department's Performance Measurement Framework.

Program 1.2: Office of the Federal Ombudsman for Victims of Crime

Program Description

This program activity raises awareness of the needs and concerns of victims in areas of federal responsibility, provides an independent resource that addresses victims' complaints about compliance with the provisions of the *Corrections and Conditional Release Act* that apply to victims of offenders under federal supervision, and assists victims in accessing existing federal programs and services.

Financial Resources (Planned Spending—$ millions)

Total Budgetary Expenditures (Main Estimates) 2013–14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
1.3	1.3	1.3	1.3

Human Resources (FTEs)

2013–14	2014–15	2015–16
9	9	9

The Office of the Federal Ombudsman for Victims of Crime was established in 2007 as an arm's length program activity of the Department of Justice. The Ombudsman reports directly to the

Minister of Justice, and the Office therefore falls outside the Department's governance framework. The Office receives corporate services support from the Department.

The mandate of the Federal Ombudsman for Victims of Crime, which relates exclusively to matters of federal responsibility, is:

- to promote access by victims to existing federal programs and services for victims;
- to address complaints of victims about compliance with the provisions of the *Corrections and Conditional Release Act* that apply to victims of crimes committed by offenders under federal jurisdiction;
- to promote awareness of the needs and concerns of victims and the applicable laws that benefit victims of crime, including promoting the principles set out in the *Canadian Statement of Basic Principles of Justice for Victims of Crime* with respect to matters of federal jurisdiction, among criminal justice personnel and policy makers;
- to identify and review emerging and systemic issues, including those related to programs and services provided or administered by the Department of Justice or Public Safety Canada, that have a negative impact on victims of crime; and
- to facilitate access by victims to existing federal programs and services by providing them with information and referrals.

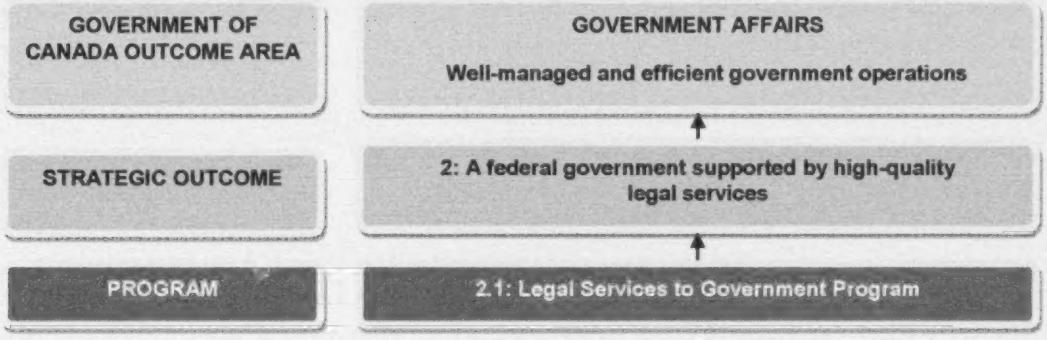
Program Expected Results

Expected Results	Performance Indicators	Targets
Victims of crime have effective access to information on their rights and the federal programs and services that are available to them	Year-over-year percentage increase of client contacts with the Office of the Federal Ombudsman for Victims of Crime	10% (by March 2014)
Victims of crime have access to a neutral review process to address complaints about federal programs, services, laws or policies regarding victims of crime	Year-over-year percentage increase of complaints registered and processed/reviewed	5% (by March 2014)
Federal departments, agencies and other stakeholders effect positive change for victims of crime	Percentage of Office of the Federal Ombudsman for Victims of Crime recommendations submitted and acknowledged and/or acted upon	100% (by March 2014)

Planning Highlights

For further information regarding the activities of the Office of the Federal Ombudsman for Victims of Crime, please visit the Office's website.[xi]

Strategic Outcome 2: A federal government supported by high-quality legal services


GOVERNMENT OF CANADA OUTCOME AREA
GOVERNMENT AFFAIRS
Well-managed and efficient government operations
STRATEGIC OUTCOME
2: A federal government supported by high-quality legal services
PROGRAM
2.1: Legal Services to Government Program

Under the *Department of Justice Act*, the Minister of Justice and Attorney General of Canada provides high-quality legal services to the federal government and its departments and agencies. According to section 4 of the Act, the Minister is the legal member of the Queen's Privy Council responsible for seeing that the administration of public affairs is in accordance with the law. Under section 4.1, the Minister is responsible for drafting and reviewing all government regulations prior to registration to ensure they conform with the *Statutory Instruments Act* and all government bills prior to tabling in Parliament to ensure that the bills are not inconsistent with the *Canadian Charter of Rights and Freedoms*. Additionally, under section 5 of the *Department of Justice Act*, the Attorney General is responsible for advising the heads of government departments on all matters of law and for conducting all litigation for any federal department or agency of the Crown with respect to any subject within the authority or jurisdiction of Canada.

The Department seeks to attain this strategic outcome through one program: the Legal Services to Government Program.

Program 2.1: Legal Services to Government Program

Program Description

The Department of Justice provides an integrated suite of high-quality legal advisory, litigation and legislative services to the Minister of Justice and to all federal departments and agencies to support them in meeting the Government's policy and programming priorities and to advance the overall objectives of the Government. Services are provided through a network of departmental legal services units co-located with client departments and agencies; specialized legal capacities within national headquarters; and a network of regional offices and sub-offices providing legal advisory and litigation services to federal departments and agencies across the country.

Planning Summary

As part of their ongoing delivery of high-quality legal services, Justice counsel will continue to work with client departments and agencies to ensure that legal services are aligned with Government priorities and legal risks are considered and managed. Through legal advice and legislative and litigation services, the Department will support Government priorities, represent the Crown's interest before courts and tribunals, and deliver on the Government's legislative agenda.

The Department will strategically align human resources and financial resources to ensure that this program activity continues to be effective.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013–14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
192.3	204.0	186.2	181.7

Human Resources (FTEs)

2013–14	2014–15	2015–16
3,325	3,260	3,260

Program Expected Results

Expected Results	Performance Indicators	Targets
Federal departments and agencies receive high-quality legal services	Client satisfaction mean rating on the overall quality of legal advisory, litigation, legislative and regulatory drafting services	8.0/10 for each type of service (by June 2016)
	Client satisfaction mean rating on the Department of Justice performance against service standards for the delivery of legal services	8.0/10 for each service standard (by June 2016)
The Crown's interest is represented before courts and tribunals	Percentage of litigation files that have a successful outcome (settled and adjudicated)	70% (by April 2014)
Comprehensive delivery on the Government's legislative agenda	Number of bills tabled in Parliament (House of Commons and Senate) and regulations published in the *Canada Gazette*	500 (by March 2014)

Planning Highlights

The Legal Services to Government Program contributes to the second strategic outcome: *A federal government supported by high-quality legal services*. In 2013–14, the Department will

work with client departments and agencies to implement a number of modernization initiatives designed to streamline and consolidate legal services operations and to manage the demand and the cost of delivery.

The Legal Services to Government Program will support the Department's organizational priorities as follows:

Priority: To support the Government of Canada's priorities, including the 2012 Economic Action Plan, through high-quality legal services

In fulfilling this organizational priority, the Department will continue to provide high-quality legal services to client departments and agencies covering a broad range of policy and program areas, which are grouped into the Government's four spending areas used in *Canada's Performance Report*. The four spending areas are Economic Affairs, Social Affairs, International Affairs and Government Affairs.[xii]

Economic Affairs

In support of Economic Affairs, the Department will:

- help prepare the federal Budget and implementing legislation;
- support the implementation of the priorities set out in the *Federal Framework on Aboriginal Economic Development*;
- support the Government's trade-liberalization agenda;
- defend Canada's economic interests in litigation before international trade and investments tribunals;
- support the development and delivery of new online services to Canadians on key programs such as the Canada Pension Plan, Old Age Security and Employment Insurance;
- support the introduction of complementary measures to ensure the safe and environmentally responsible development of Canada's natural resources, including legislative amendments to the *Canada Shipping Act, 2001* to enhance Canada's Marine Oil Spill Preparedness and Response Regime;
- support natural resource development projects involving multiple departments, including environmental assessments and processes done or overseen by the Canadian Environmental Assessment Agency, the Major Project Management Office, and the Northern Project Management Office and on any related litigation, and major oil sands and gas pipeline projects; and
- help to make Canada's critical trade infrastructure safer and more efficient through the construction of a new Windsor-Detroit crossing and the planning and construction of a new bridge for the St. Lawrence River in the Greater Montreal Area.

Social Affairs

In support of Social Affairs, the Department will:

- defend against legal challenges to the constitutionality of *Criminal Code* provisions, including those related to prostitution and assisted suicide;
- support the development of social innovation approaches to community safety, including investment projects to benefit communities;
- support *Specific Claims: Justice At Last—Canada's Specific Claims Action Plan* by providing legal advice on managing risks and fulfilling commitments related to its implementation, and by representing the Government before the Specific Claims Tribunal;
- provide legal advice on implementing outstanding obligations under the Indian Residential Schools Settlement Agreement, and support efforts to manage other litigation associated with the federal role in caring for Aboriginal children;
- continue implementation of the risk-based compliance initiative and the administrative monetary penalties regime, in particular its review and appeal processes under the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*;
- work on implementing the *Protecting Canada's Immigration System Act* and continue to provide litigation support to help address the significant increase in cases expected in relation to recent immigration law reforms; and
- examine the regime for access to marijuana for medical purposes.

International Affairs

In support of International Affairs, the Department will:

- strengthen collaboration to streamline and secure the US-Canada border and enhance regulatory cooperation, ensuring that people and goods can flow freely and safely between the two countries;
- support clients in the implementation of the Beyond the Border Action Plan which identifies the following as key areas of cooperation: addressing threats early, facilitating trade, promoting economic growth and jobs, integrated cross-border law enforcement, and critical infrastructure and cyber security;
- continue working with federal, provincial, territorial and international counterparts to modernize and harmonize areas of private law by developing international instruments, implementing them in Canada, and monitoring their operation abroad;
- conduct litigation under the *Extradition Act* and *Mutual Legal Assistance in Criminal Matters Act*;
- represent the Government's interests in litigation with a national security dimension, including challenges to security certificates issued under the *Immigration and Refugee Protection Act*;
- work with international partners and continue to provide justice-sector technical assistance (through projects funded by the Canadian International Development Agency

and the Department of Foreign Affairs and International Trade) to help ensure that other countries' domestic legal frameworks adequately support international efforts to promote security and combat organized crime and terrorism;
- provide legal advice on Canada's rights and obligations in the negotiation of international trade and investment agreements;
- provide advice on Canadian law and policy for a variety of international activities related to women's and children's human rights, particularly in the context of family violence; and
- provide immediate and regular consular advisory and legal services on high-profile and complex consular litigation and national security cases.

Government Affairs

In support of Government Affairs, the Department will:

- support the implementation of new tax measures announced in the 2012 Budget, such as protecting the integrity and fairness of the Canadian tax system by closing tax loopholes and entering more tax agreements to combat aggressive tax planning and the underground economy;
- support tax initiatives, such as ensuring the proper functioning of the harmonized sales tax revenue allocation framework in the harmonized provinces, and continue to improve the administration of various tax agreements with provincial, territorial and Aboriginal governments;
- continue to provide legal services that will assist the coordination of audit and collections to address international tax planning arrangements, the use of tax shelters and other targeted compliance issues, including treaty abuses, tax avoidance, determination of residence and abuse of law in the international context;
- provide all litigation services to the Canada Revenue Agency, including large-scale projects such as group appeals by large numbers of taxpayers on similar issues, and complex litigation files in tax assessment, collections and civil matters;
- continue to work with other federal departments and agencies on regulatory amendments to ensure successful implementation of the *Contraventions Act*; and
- provide advice on the implementation of the recommendations of the Red Tape Reduction Commission and the five-year parliamentary review of the *Lobbying Act*, as well as on the implementation of Canada's Action Plan on Open Government.

Priority: To manage organizational change in the context of cost containment

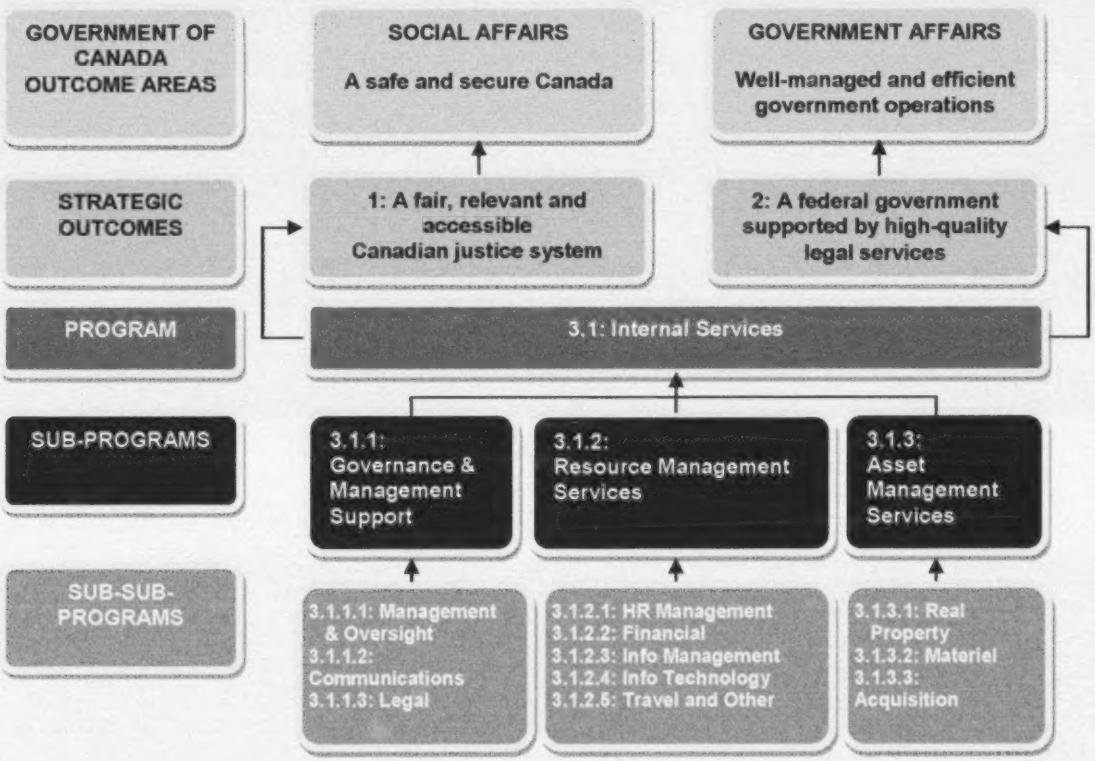
In support of this priority, the Legal Services to Government Program will, among other initiatives:

- streamline and consolidate legal services operations, one aspect of which is the creation of centres of expertise, to minimize duplication and create efficiencies;
- implement improved law and business practices such as better project management, enhanced screening of client demands, and benchmarks;

- improve effectiveness and efficiency through technology-enabled business transformation;
- implement transformative initiatives in response to electronic litigation (eDiscovery, e-filing, etc.);
- work with client organizations to manage the demand and cost of legal services delivery through improved business practices; and
- continue to closely monitor expenditures, staffing, travel costs and discretionary spending.

Throughout the year, the Department will make adjustments in accordance with the departmental Modernization Strategy.

Program 3.1: Internal Services



Program Description

Internal Services are groups of related activities and resources that are administered to support the needs of the Department's programs and its corporate obligations as a federal department. These groups are: Management and Oversight Services; Communications Services; Legal Services; Law Practice Management Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology

Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across the Department and are not specifically dedicated to a program.

This program activity supports both of the Department's strategic outcomes. The high-quality services and support provided by Internal Services allow the Department to minimize corporate risks and support Government priorities.

Planning Summary

The Internal Services Program will continue to support management across the organization. It will implement organizational changes and apply work force management strategies to mitigate the Department's risks and support organizational priorities. The Department will strategically align human resources and financial resources to ensure the continued effectiveness of this program activity.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013–14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
83.4	159.1	95.7	95.0

Human Resources (FTEs)

2013–14	2014–15	2015–16
1,069	1,066	1,066

Planning Highlights

The Internal Services Program supports the achievement of both of the Department's strategic outcomes: *A fair, relevant and accessible Canadian justice system* and *A federal government supported by high-quality legal services*. In 2013–14, the Program will continue to restructure as it supports the Department's organizational priority "to manage organizational change in the context of cost containment."

Priority: To manage organizational change in the context of cost containment

Internal Services will contribute to this organizational priority by implementing organizational changes; enhancing approaches to and tools for managing and sharing information; optimizing the use of communications technologies; renewing law and business practices in support of the provision of legal services; and managing change through an integrated strategy focused on employee and stakeholder engagement.

In support of this priority, the Internal Services will engage in the following key files and activities:

- implement organizational changes to consolidate Internal Services through an integrated approach to managing transition, engaging and developing employees, and consulting stakeholders;
- implement projects selected for their capacity to transform business processes through new ways of working, using modern, digital tools to create, share, and manage information securely;
- contribute to Government of Canada initiatives including the modernization of websites that serve the public, and transform departmental web publishing through a centralized model;
- modernize the Department's intranet and work toward establishing a collaborative space for employees to interact and share information;
- finalize and deliver on law practice management initiatives focused on implementing national approaches to the management of legal risk, the evaluation of dispute resolution initiatives and projects, and quality management in the provision of legal services to government;
- modernize law practices and other corporate tools using technologies consistent with Government of Canada directions;
- support the Department's Action Plan related to the 2011 Public Service Employee Survey, such as employee engagement and recognition, professional development and career progression, while ensuring that employment equity and official languages remain priorities in all human resource decisions;
- provide communications planning and support for key departmental and governmental initiatives, including high-profile litigation, legislation, programs and internal initiatives; and
- work closely with client departments and agencies for consistent whole-of-government messaging.

Contribution to the Federal Sustainable Development Strategy

The Department of Justice is a participant in the Federal Sustainable Development Strategy (FSDS) and contributes to meeting the Greening Government Operations (GGO) targets through the Internal Services program. The Department contributes to the following target areas of Theme IV of the FSDS:

- Surplus Electronic and Electrical Equipment
- Printing Unit Reduction
- Paper Consumption
- Green Procurement
- Green Meetings

For additional details on the Department of Justice's GGO activities, please see the supplementary information table Greening Government Operations.[xiii]

SECTION III: SUPPLEMENTARY INFORMATION

Financial Highlights

Future-Oriented Condensed Statement of Operations and Departmental Net Financial Position
For the Year (ended March 31)
($ millions)

	$ Change	Forecast 2013–14	Estimated Results 2012–13
Total expenses	(16)	1,115	1,131
Total revenues	26	369	343
Net cost of operations before government funding and transfers	(42)	746	788
Departmental net financial position	53	(11)	(64)

Future-Oriented Condensed Statement of Financial Position
For the Year (ended March 31)
($ millions)

	$ Change	Forecast 2013–14	Estimated Results 2012–13
Total net liabilities	(89)	478	567
Total net financial assets	(44)	405	449
Departmental net debt	(45)	73	118
Total non-financial assets	8	62	54
Departmental net financial position	53	(11)	(64)

Future-Oriented Financial Statements

The Future-Oriented Financial Statements are available on the Department's website.[xiv]

List of Supplementary Information Tables

All electronic supplementary information tables found in the *2013-14 Report on Plans and Priorities* can be found on the Department of Justice website.[xv]

- Details on Transfer Payment Programs
- Greening Government Operations
- Horizontal Initiatives
- Sources of Respendable and Non-Respendable Revenue
- Upcoming Internal Audits and Evaluations over the next three fiscal years

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[xvi] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

SECTION IV: OTHER ITEMS OF INTEREST

Organizational Contact Information

Public Inquiries:
Communications Branch
Telephone: 613-957-4222
TDD/TTY: 613-992-4556
Fax: 613-954-0811

Media Inquiries:
Communications Branch
Telephone: 613-957-4207
Fax: 613-954-0811

Additional Information

The following information is available on the Justice website:

- Canada's System of Justice[xvii]
- Canada's Consolidated Statutes and Regulations[xviii]
- Department of Justice Organizational Chart[xix]
- Department of Justice Programs and Initiatives[xx]
- Key Publications[xxi]
- Careers at Justice[xxii]

Endnotes

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[i] Department of Justice Canada, http://canada.justice.gc.ca/eng/index.html
[ii] Minister of Justice and Attorney General of Canada, http://canada.justice.gc.ca/eng/mag-mpg/index.html
[iii] The *Department of Justice Act*, http://laws.justice.gc.ca/eng/acts/J-2/
[iv] Department of Justice Canada, http://www.justice.gc.ca/eng/dept-min/pub/paa-aap/
[v] Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
[vi] Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
[vii] Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
[viii] 2013-14 Main Estimates, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp
[ix] Sustainable Development, http://canada.justice.gc.ca/eng/pi/sd-dd/index.html
[x] Federal Sustainable Development Strategy, http://www.ec.gc.ca/dd-sd/
[xi] Office of the Federal Ombudsman for Victims of Crime, http://www.victimsfirst.gc.ca/
[xii] Four spending areas: Economic Affairs, Social Affairs, International Affairs and Government Affairs, http://www.tbs-sct.gc.ca/reports-rapports/cp-rc/2010-2011/cp-rctb-eng.asp
[xiii] Greening Government Operations, http://www.justice.gc.ca/eng/dept-min/pub/rpp/2013_2014/supp/ggo-ecog.html
[xiv] Department of Justice Canada, http://www.justice.gc.ca/eng/dept-min/pub/rpp/2013_2014/fofs-crp.html
[xv] Department of Justice Canada, http://www.justice.gc.ca/eng/dept-min/pub/rpp/2013_2014/supp/index.html

[xvi] Tax Expenditures and Evaluations, http://www.fin.gc.ca/purl/taxexp-eng.asp
[xvii] Canada's System of Justice, http://canada.justice.gc.ca/eng/dept-min/pub/just/
[xviii] Canada's Consolidated Statutes and Regulations, http://laws.justice.gc.ca/en/index.html
[xix] Department of Justice Organizational Chart, http://canada.justice.gc.ca/eng/dept-min/chart.html
[xx] Department of Justice Programs and Initiatives, http://canada.justice.gc.ca/eng/pi/index.html
[xxi] Key Publications, http://canada.justice.gc.ca/eng/dept-min/pub/index.asp
[xxii] Careers at Justice, http://canada.justice.gc.ca/eng/dept-min/recru/index.html